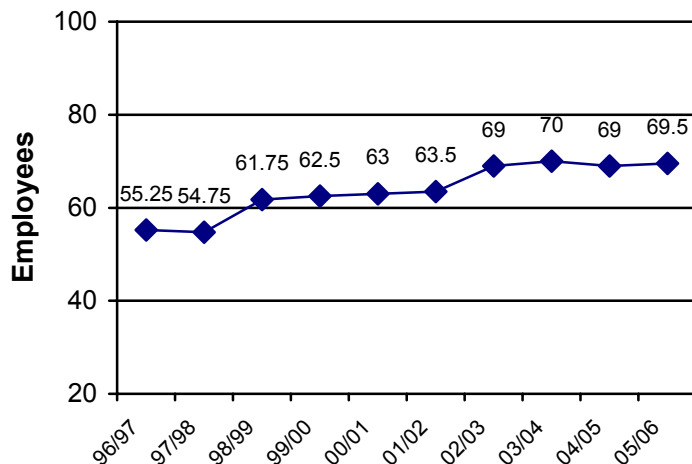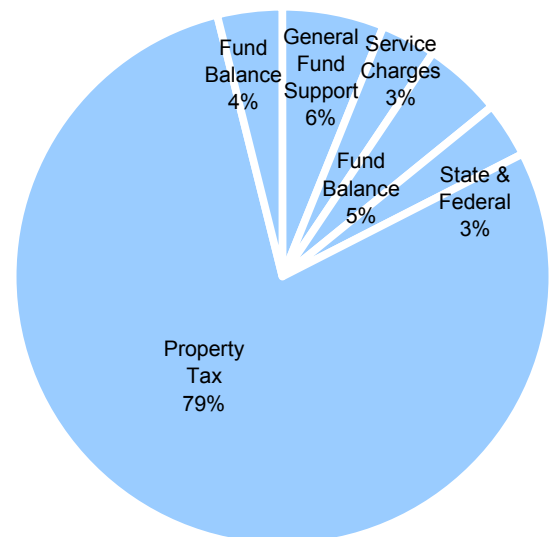## MISSION STATEMENT

The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation.

Financial Summary	2003-04 Actual	2004-05 Actual	2005-06 Requested	2005-06 Recommended	2005-06 Adopted
Revenues	$ 5,985,244	$ 6,354,005	$ 6,384,009	$ 6,405,960	$ 6,405,960
Fund Balance Available	$ 994,607	$ 318,655	$ 262,768	$ 262,768	$ 1,028,527
Cancelled Reserves	0	581,000	200,000	214,400	214,400
Total Financing Sources	$ 6,979,851	$ 7,253,660	$ 6,846,777	$ 6,883,128	$ 7,648,887
Salary and Benefits	$ 4,056,987	$ 3,996,459	$ 4,178,984	$ 4,200,935	$ 4,200,935
Services and Supplies	2,249,126	2,026,561	2,467,093	2,467,093	2,467,093
Other Charges	15,722	49,612	700	700	700
Fixed Assets	0	518,000	0	0	0
Gross Expenditures	$ 6,321,835	$ 6,590,632	$ 6,646,777	$ 6,668,728	$ 6,668,728
Contingencies	0	0	200,000	192,800	192,800
New Reserves	0	0	0	21,600	787,359
Total Financing Requirements	$ 6,321,835	$ 6,590,632	$ 6,846,777	$ 6,883,128	$ 7,648,887

Number of Employees
(Full Time Equivalent)

Source of Funds

10 Year Expenditures Adjusted For Inflation

3,878,551	4,022,056	4,540,505	4,861,061	5,138,263	5,641,036	5,512,686	6,127,451	6,403,606	6,668,728
2,462,572	2,513,785	2,797,600	2,926,857	2,994,326	3,181,633	3,025,623	3,276,712	3,312,781	3,347,755
96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05*	05/06**

☐ Expenditures   ◆ Adjusted For Inflation

*Adopted
**Recommended
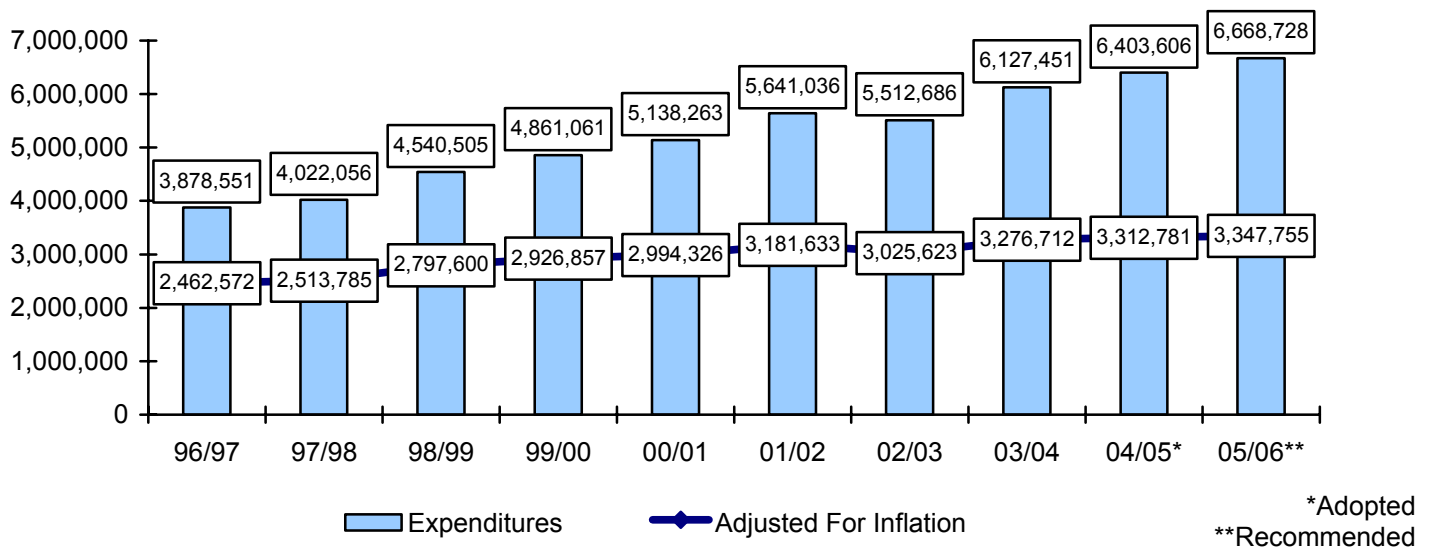
SERVICE PROGRAMS

Library

Maintain and manage a countywide library system with strong regional libraries, coordinating with smaller branch libraries and a bookmobile, to provide books, materials, and services, to effectively and efficiently meet community needs. Design and implement customized library services to meet the needs of specific locales and groups including children, Spanish speakers, and off-site users.

Total Expenditures: $6,668,728   Total Staffing (FTE): 69.5

DEPARTMENT COMMENTS

The loss of Measure L in November 2004 will define Library services and programs for the future. As a result of the failure of Measure L, the Library was forced to reduce library staffing by 16 temporary help employees and is no longer able to work part time staff beyond allocated hours in January 2005. Reduced staffing required a reduction in open hours to the public system-wide and the seven largest branches were reduced by an average of 9% at the same time. Unfortunately, nine random branch closures occurred in the first six weeks of 2005.

Branch libraries close when staffing levels fall below critical levels as described in the staffing plan. Critical staff levels were established to identify minimum levels of customer service and safety. Satisfying these critical staff levels became more complex when it was decided that all branch libraries must remain open. When branch libraries close on a random basis, customer service is disrupted because it happens too suddenly to provide more notice than a flyer posted on the front door. Unfortunately, we assume that this disruptive pattern will continue through June 2005 and beyond on a countywide basis.

FY 2004-05 property tax revenues for the library are projected to be higher than anticipated and we are hopeful this trend will continue in FY 2005-06. However, the library must also be prepared for additional cuts to other revenue sources as the State finalizes its own budget. The library anticipates maintaining the current level of services and programs throughout this fiscal year, unless there are additional unforeseen reductions in revenues.

Library Administration will be meeting and working with the Library Foundation, all Friends of the Library groups, other stakeholders, and residents countywide to develop a fiscal plan for going forward. The goal will be to keep the libraries open, well maintained, and stocked with current/relevant materials for the long term. While all options are "on the table," (e.g. slow decline, another funding election, and enhanced fund raising) the fund raising approach may be the most promising at this time.

RECOMMENDED BUDGET AUGMENTATION REQUEST AND RELATED RESULTS

Unit Amount	Description	Results
Gross: $21,951 General Fund Support: $0	Half time Library Assistant 1 to manage the Oceano Branch Library once it opens. The community will provide the revenue for this position.	1. Provide service to an underserved area. 2. Increase percentage of hours/week the libraries and bookmobile are open to the public as compared to an ideal schedule by 2%

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects an increase in General fund Support of $31,113 to cover the prevailing wage increases of the Library Director as well as 8 Administrative Assistant positions. Total revenue is increasing by $469,953 or 7% compared to the FY 2004-05 Adopted Budget. This is primarily due to an estimated $625,000 increase in property tax revenues. The department projects a Fund Balance Available of $262,768 to help fund the FY 2005-06 budget. Also included in revenue is the assumption that the Library will receive $91,819 from the State Public Library Fund in the coming year. Given this relatively positive revenue situation, the department will not need to cancel any General Reserves, leaving a balance of $328,335.

Overall, expenses are increasing $265,122, primarily due to prevailing wage increases and an increase of more than $156,000 to purchase books and materials for reference and circulation. The proposed level of expenditures reflects a status quo service level for the Library with the exception of opening a new Branch library in Oceano. This project has been driven by the community and will be funded by community contributions. A half-time Library Assistant 1 position is recommended on the Position Allocation List in anticipation of receiving the community funds to pay the costs of staffing this new library branch. This position will only be hired once the funds are received from the community.

Services and Supplies are recommended to increase $149,196 primarily due to an increase of $156,208 to purchase library books and materials for reference and circulation. Reductions have been taken in other accounts, most notably a $65,203 reduction in Department Services provided by the Information Services Department. The department plans to cancel $200,000 from the Facilities Planning Reserve to finance maintenance projects, leaving a balance of $388,913 for future years.

The recommended budget maintains the current level of services and programs throughout the year. This means that all County libraries will remain open for limited periods with some unexpected closures due to fiscal constraints.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maximize public access to library facilities.						
Communitywide Result Link: A livable community.						
1. Performance Measure: Percentage of hours per week the 14 Branch libraries and the Bookmobile are open to the public as compared to an ideal schedule of hours.						
00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
395 = 72.7%	397 = 73%	365 = 67%	365=67%	365=67%	323=60%	323=60%

What: As noted in the Library's staffing plan, the ideal weekly schedule of open hours is defined by the size of the library (square footage) and the population served: Using this criteria, five library levels have been defined. Ideal open hours for the largest Branches, levels 1&2, is 60; for level 3 is 54; for level 4 is 46; for level 5, 10 hours for Simmler and 20 for the other smallest libraries. The total ideal weekly schedule of open hours, systemwide, is 543.

Why: Ideal open hours ensure maximum utilization by community members.

How are we doing? Countywide community meetings held in 2002 and library voter surveys in 2003 and 2004 indicate that the public wants increased hours, especially evenings and weekends. The unsuccessful passage of the library's funding initiative in November 2004 required an 8% reduction in library hours systemwide and reduced service in the three largest Branches from six days to five. The smallest one person libraries, called "Twigs", now close if staff are on personal leave.

Department Goal: To provide a diverse collection of books, materials and resources to meet research, educational and recreational needs of the community.

Communitywide Result Link: A livable community.

2. Performance Measure: Annual number of items circulated per capita.

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
7.03	7.6	7.2	7.1	8.93	5.8	7.5

What: The average annual number of items circulated per resident for public libraries serving comparable populations is 7.9. Fifty public libraries serving a population of 200,000 to 250,000 across the nation were used for the statistical sample (*Public Library Data Service 2005*).

Why: High circulation reflects success in meeting recreational reading and information needs of county residents.

How are we doing? Our circulation per capita is lower in comparison to similar public libraries throughout the nation. Library hours were reduced in May 2003 and again in January 2005 which accounts for some of the decrease. The total number of books and library materials that circulated in the county in 04/05 was 1,409,206. As an efficiency measure, in 04/05 the library saved county residents from purchasing approximately $335,230,150 in books and library materials (items circulated x $25).

3. Performance Measure: Annual expenditures per capita for library materials to include new and replacement copies.

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
$2.67	$2.42	$2.28	$2.04	$1.77	$2.36	$2.00

What: The average annual expenditure per capita for library materials in libraries serving comparable populations is $4.07. Fifty public libraries serving a population of 200,000 to 250,000 across the nation were used for the statistical sample (*Public Library Data Service 2005*).

Why: Adequate per capita spending is needed to keep a viable and current collection of library materials.

How are we doing? Expenditure per capita continues to be low compared to similar public libraries throughout the nation. Limited finances, coupled with increases in uncontrollable costs, continue to result in fewer dollars per capita being spent on books and materials. Our neighbor, Santa Cruz City-County Library expends significantly higher funds at $4.20 per capita. Unanticipated increases in property taxes are responsible for a slight increase in the 04-05 actuals but we remain in the bottom 24% of benchmark public libraries surveyed.

4. Performance Measure: Percentage of the science, technology and consumer health materials, systemwide, which are current.

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
New measure	27%	28.6%	45%	40%	45%	50%

What: Consumer health and medicine, computer technology and software, and consumer law materials systemwide, should be current (Current is defined as published within the last 5 years.)

Why: These subjects are time critical and become obsolete quickly.

How are we doing? In 2003, we revised the sample area to include computer technology and law. Computerized lists are prepared to identify outdated materials. Concentrated efforts to replace outdated materials with new titles and refinement of the weeding process in these critical areas will also continue. It is evident from the lack of increase in currency from 03-04 that additional funds need to be targeted for this particular part of the collection and will be addressed in 05-06.

5. Performance Measure: Annual expenditures per capita for total Library budget.

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
$21.87	$23.11	$24.30	$24.03	$28.74	$27.37	$29.00

What: The average annual expenditure per capita for the total library budget in libraries serving comparable populations is $29.06. Fifty public libraries serving a population of 200,000 to 250,000 across the nation were used for the statistical sample (*Public Library Data Service 2005*).

Why: Adequate funding is vital to providing excellent library service.

How are we doing? The actual results for 04/05 are below the average of public libraries surveyed. One of the libraries surveyed, our neighbor Santa Cruz City-County Library, was significantly higher at $49.96. Fundraising efforts will continue in the private sector and increasing property taxes may increase the per capita expenditure in the future.

Department Goal: To provide excellent customer service (access to materials and programs, reference assistance and reader's advisory) to county residents, both in person and electronically via home and business computers.

Communitywide Result Link: A livable community.

6. Performance Measure: Percentage of library users that is extremely or very satisfied with library services in the county.

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
65.9%	75%	89%	89%	90%	87.6%	91%

What: This measures the extent to which library users are satisfied with library service in the county

Why: Libraries provide access to information in a wide variety of formats that increase the educational, cultural and recreational opportunities in a community.

How are we doing? The library has been working with Taylor and Associates to develop and distribute a customer satisfaction exit survey. In May 2003, volunteers distributed and collected surveys in the larger branches. Library users were "extremely satisfied" (50.9%) or "very satisfied" (38.1%) with library service for a combined total of 89% extremely or very satisfied customers. In September, 2004, the library again used volunteers to distribute and collect customer satisfaction exit surveys in all the library branches to measure the impact of focused customer service training in 2003/04. Library users were "extremely satisfied" (54%) or 'very satisfied" (33.6%) with library service for a combined total of 87.6%. The increase in "extremely satisfied" was one indicator of an increase in better service to the customer. A very low survey count (less than half the requested number) in Arroyo Grande Branch Library may have impacted the overall survey results. We resurveyed the Arroyo Grande customers in July 2005 and will have the results in late August to determine if a low response rate for the survey was the reason for less than stellar customer service responses. If Arroyo Grande Branch continues to reflect a less than hoped customer service response rate, this Branch will be targeted for more customer service training.